

From the Acquisition Support Center Director

The U.S. Army Acquisition Support Center (ASC), along with other organizations, continues to aggressively support the Army's Transformation Plan. Assistant Secretary of the Army for Acquisition, Logistics and Technology (ASAALT) Claude M. Bolton Jr., and Military Deputy (MILDEP) to the ASAALT LTG Joseph L. Yakovac, have tasked ASC to lead Army Acquisition Corps (AAC) transformation. The AAC's overall Campaign Plan goals are to transform Army acquisition by aligning and horizontally integrating AAC transformation with the Army's overall transformation initiatives with new and better business practices, training and professional development opportunities across the entire AL&T Workforce.



AAC Transformation Initiatives

The AAC's transformation strategic objectives are supported by several critical initiatives designed to meet the MILDEP's vision and intent for the AAC. This link — <http://asc.army.mil/transformation/default.cfm> — will take you to the Transformation Campaign Plan Web page and the latest information, policies, initiatives, briefings, program developments and newsletters. Current AAC initiatives include:

Initiative #8 — The *Civilian Operational Experience Program* (COEP) strategy is to reach the civilian AL&T Workforce at all levels and acquisition career fields, informing the workforce of Army operations, educating them on the warfighter's mission and providing guidance on planning this experience within their respective career fields. Additional strategic alliances with Army Career Program Intern Coordinators will be forged to incorporate the operational experience requirements in the U.S. Army Intern Program training requirement plans. Please contact Kelly Terry at kelly.terry@us.army.mil or (732) 532-1406 for more COEP information.

Initiative #9 — The *ACC Board Selection Process* initiative is a recommendation to the Secretary of the Army requesting a change to the Central Select List (CSL) slating approval process for all AAC officers and civilians being

assigned to CSL billets from the Chief of Staff of the Army to the ASAALT/Army Acquisition Executive. Please contact MAJ Andrea Williams at andrea.williams@us.army.mil or (703) 805-1248/DSN 655-1248 for the latest AAC board selection process information.

Initiative #19 — The *Executive Leadership Program* (ELP) is designed to build intellectual capital and foster continuous learning opportunities for General Officers and Senior Executive Service personnel through team-learning events, individual learning sessions and opportunities for increased integration with warfighters. For information on the ELP, please contact Thomasine Coleman at thomasine.coleman@us.army.mil or (703) 805-1229/DSN 655-1229.

Initiative #33 — The *Expanded Competitive Development Group* (CDG) *Program* seeks to design and plan a full life-cycle CDG Program to include a diversity of experience in developmental positions, similar to their military counterparts, that creates one leadership career track that travels to staff and line positions and may incorporate Civilian Rotational Development Assignment Program (C-RDAP) initiatives on a regional basis. C-RDAP is purposely designed not to be Washington, DC-centric. Senior civilian and military leaders make conscious decisions to use the CDG Program as a screening process for identifying and grooming high-potential future civilian AAC leaders and to implement a primary development to that end. Therefore, the life-cycle approach is warranted. This initiative will include leadership assessment of the proposed CDG Program. For more information about the CDG Program, please contact Ancel Hodges at ancel.hodges@us.army.mil or (703) 805-1234/DSN 655-1234.

Initiative #49 — Develop a *Lean Six Sigma AAC Business Practice Policy Strategy* that is specifically designed for Six Sigma training events, focusing on the two pillars of Lean True North — continuous improvement and respect for people. For more information, contact MAJ James Bamberg at james.bamberg@us.army.mil or (703) 805-2732/DSN 655-2732.

Two other critical AL&T Workforce initiatives are the Supervisor Outreach Program and the C-RDAP.

Supervisor Outreach Program

The Supervisor Outreach Program is designed to rejuvenate the roles of workforce leaders and supervisors by refocusing rating supervisors' support to career management of their acquisition personnel. To help leaders and supervisors

make this change, the Regional Customer Support Offices' (RCSO) mission has shifted its focal point from assisting workforce members to supporting their rating supervisors. Based on this revised approach, ASC is in the process of executing this program to leverage supervisors as change agents for AAC transformation. This empowers supervisors to manage their workforce making them expert, relevant and ready for current and future AAC missions and assignments. The Supervisor Outreach Program establishes a strategic partnership between the RCSOs and AL&T Workforce supervisors.

The Acquisition Career Managers (ACMs) will directly support rating supervisors, ensuring they have the necessary tools and information to manage their acquisition workforce. The program also leverages the power, influence, experience, expertise and community contacts of Acquisition Career Management Advocates to build stronger links with ACMs and AL&T Workforce supervisors. As leaders and change agents, supervisors have a clear-cut responsibility to provide career counseling to mentor their employees and help them develop to their fullest potential — personally and professionally. It's a supervisor's duty as a career counselor to motivate and encourage his/her workforce to take advantage of all educational, training and experiential opportunities to increase productivity and aid the development of each individual's acquisition career progression. In the near future, ACMs from the RCSOs will be notifying acquisition organizational points of contact to schedule meetings with rating supervisors in accomplishing an objective assessment of the strengths and developmental needs of their respective staffs. The *supervisor* is the key to program success. Type this link into your Internet browser to take you to the Supervisor Outreach Program's Quick Reference Guide for Acquisition Career Management: asc.army.mil/pubs/so/default.cfm.

Civilian Rotational Development Assignment Program

C-RDAP is designed to enhance professional development. The AAC has always encouraged workforce members to broaden their respective experience and actively manage their careers. For most, this meant moving functionally, organizationally or geographically. Many were unwilling or unable to make this sacrifice due to family, financial or other considerations. C-RDAP now makes it possible to make a move without leaving the "comfort zone" of their current position of record. C-RDAP is structured to allow individuals to gain experience in another career field,

organization or another commodity in their local commuting area. The ASC now offers the opportunity to develop required acquisition/leadership skills and concurrently gain career-enhancing experience.

The C-RDAP process will begin with a memorandum, signed by the local ASC Regional Director (RD), and then forwarded to all organizations soliciting potential developmental assignments. Simultaneously, the RD will send a general announcement to those seeking to participate in the C-RDAP opportunity. Interested individuals must submit an application package that includes a current résumé, Acquisition Career Record Brief, Senior Rater Potential Evaluation and Individual Development Plan. The candidate's needs, career-enhancing goals and objectives must be clearly identified. A local panel review process will match requirements as closely as possible to a developmental assignment. C-RDAP will initially be announced in select areas sometime in early 2006. More information will be forthcoming on the ASC home page at <http://asc.army.mil/programs/rda/default.cfm>. C-RDAP points of contact are Eileen Reichler at eileen.reichler@us.army.mil or (703) 805-9430/DSN 655-9430 or LaVerne Kidd at laverne.kidd@us.army.mil or (256) 955-2266/DSN 645-2266.



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Practical Project Management — Leading Your Project

COL John D. Burke

Practical Project Management is the first in a series of short articles to improve Army project and product managers' (PMs') effectiveness.

Purpose of a PM? Lead Change

Why does the Army charter PMs? Simply put, we want PMs to be the leaders of the "M" in Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel and Facilities (DOTMLPF). The most discernable change is where the program moves from one state to another like water from solid to liquid. Examples are the transition from System Design and Development to full-rate production (FRP), bringing a new product area into the force, championing an initiative, converting to Soldier-focused logistics or, eventually, program dissolution. While we define a PM's tenure based on major milestone decisions, these should be seen as a guidepost, like final exams in coursework. The substance is leading a program through a life-cycle phase.

Alternatively, a PM is necessary when the moving parts in a program area are of sufficient volume and complexity. Examples are Acquisition Category I or basket programs in FRP with considerable warfighting effects, undergoing selective life extension program or upgrades such as the AH-64A to AH-64D Apache or the UH-60A, L and M Black Hawk helicopters. Finally, if a program isn't undergoing a metamorphosis, then the PM's mission is preparing to move from active program management to commodity or contract management. Here, the PM may be implementing steady-state processes such as Lean Six Sigma, setting up administrative contracting or Reset.

Writing the Project Office Operations Order

PMs should ask themselves prior to the change of charter ceremony, "What is it the Army wants me to change?" I recommend writing a 3-5 year personal operations order where the mission statement is the change statement and the essential and

implied tasks are your program objectives. No Table of Organization and Equipment commander wants to be accused of "punching his or her command ticket," and equally disparaging is for a PM thought to be "riding his or her program."

The program operations order must be written in context of the other stakeholders' responsibilities such as the *Army Campaign Plan*, Program Executive Office (PEO) and Life Cycle Management Command, the U.S. Army Training and Doctrine Command (TRADOC) Systems Manager who oversees DOTMLPF, Program Objective Memorandum and Battlefield Operating System modernization plans. I encourage maximum consideration of all program constituents such as the Office of the Secretary of Defense or HQDA staffs, Director of Operational Test and Evaluation, Army Materiel Command, TRADOC and Army Test and Evaluation Command.

Your tenure as a PM requires the mission and execution plan to be understood and communicated throughout the PM office and the affiliated communities. A 3-5 year horizon com-

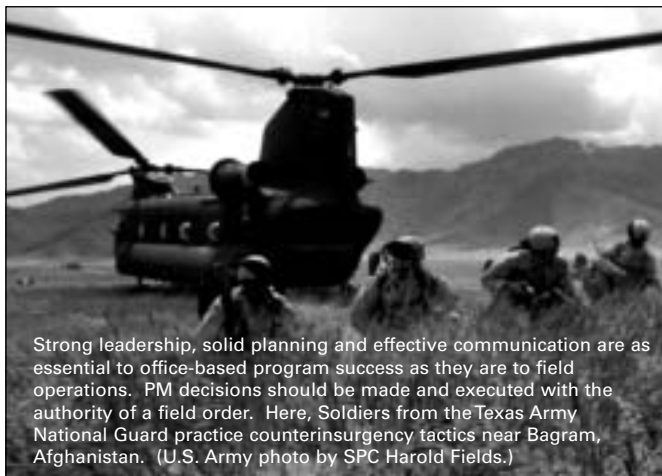
mits you to the long run and creates depth of purpose within your team. My individual *Officer Evaluation Support Form* was 90 percent the same for three years, using my personal mission statement to communicate intent and expectations.

For example, the Unmanned Aerial Vehicle Systems (UAVS) Project Office mission statement is: "Expand the UAVS capabilities for the Army and

Joint Forces to support the global war on terrorism, and effectively and efficiently use the resources made available for UAVS programs." This statement assigns an urgent priority to those forces deployed or deploying to *Operations Enduring and Iraqi Freedom*, the evolving systems being developed for the Army's Modular Force and sets PM standards at the highest output and lowest cost. We also set the project office to support PM Future Combat Systems Brigade Combat Team on Unmanned Aircraft Systems.

Leadership by Principles

The axiom "Leadership begins at the top" is executed by leading through your direct reports. PMs will develop and sustain long-lasting effects by inculcating projectwide principles through intermediate leadership. Examples of key



Strong leadership, solid planning and effective communication are as essential to office-based program success as they are to field operations. PM decisions should be made and executed with the authority of a field order. Here, Soldiers from the Texas Army National Guard practice counterinsurgency tactics near Bagram, Afghanistan. (U.S. Army photo by SPC Harold Fields.)

principles reflecting my values included universal integrity on any aspect of the programs, reliance on professional expertise and advice from the project office's military and civilian members, operating financially "in the black," and building high-performing and inclusive teams internal and external to the project office.

The command climate on an individual level is where all project team members, including prime and support contractors, are expected and empowered to fully use their intellect, education and experience. While fostering creativity, this environment enables project office members to challenge contentions and premises through a vertical and horizontal dialectic.

Day-to-Day Leadership

I chose to rate the deputy project manager, each of the product managers (LTC) and division chiefs (NH-IVs) so these seven individuals were equal in access and authority with the project manager. Naturally, the Deputy PM was the most senior civilian in the project office with requisite expertise on civilian matters. There are many variations on how to set up the relationship of the PM and the intermediate leaders depending on the program phase, tempo and individual capabilities.

Through this small unit leadership of the PM and seven direct reports, issues in products and business, engineering and logistics were of equal importance between function and output. We established a check-and-balance relationship. While the product managers were responsible for cost, schedule and performance, the division chiefs had equal responsibility for quality, resource allocation, professional development and projectwide integration in their functional areas.

The PM must understand the tempo and force of decision making. When a decision is made, it should be treated as an order with appropriate commitment and gravity. The leader sets the stage with how decisions are made and, once understood, uses that template to process projectwide decisions. One central theme in my decision discussions is using fact-based analysis from subject matter experts' bearing on the problem. My expectations for the product and functional leads in a decision brief required them to discuss as experts in their areas and consideration of the associated implications in other products or functions.

A few other leadership traits of successful PMs include being visible inside and outside the project office. My personal favorite was walking through the whole project office once or twice a week when in town to see each individual. A second trait is what makes you laugh. For me it was humor in the

absurd, especially exaggeration and hyperbole. Third is in what areas do you take a distinctly personal interest? An area you devote a disproportionate time will permeate the project office and associated activities. Mine was the science and technologies within the Army and throughout DOD attributed to UAVs because these are the seed corn of countless good ideas, distracters and program constituent interests.

The Army assigns commensurate authority and responsibility to its product and project managers to accomplish Army-wide goals. The PM is the leader of this change mission who needs to describe, communicate and commit through intent and process the means to execute the mission. The PM has to develop a 3-D view of the internal and external factors, including personal and organizational dynamics, to achieve substantive progress for the program.

The next article in this series will be "Program Perspective — Internal and External View of a Project." To comment on this article, e-mail a Letter to the Editor at LetterToEditor@asc.belvoir.army.mil.

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News Briefs

Troops Could Have New Picatinny-Developed Smart Artillery Munition by March

Raymond Sicignano

U.S. military troops in Iraq and Afghanistan could have a significantly more accurate howitzer-fired munition by March 2006, following successful demonstration of the Army's first fully autonomous guided projectile, Excalibur, at Yuma Proving Ground (YPG), AZ, in September 2005.

Officials from the Army Project Manager (PM) for Combat Ammunition Systems, Picatinny Arsenal, NJ, say the 155mm guided Excalibur round, known as the XM982, is more accurate than any currently available. A special team